DEPARTMENT OF DEFENSE

cpms

Civilian Personnel Management Service

Civilian Joint Leader Development

Briefing for MECC Working Group

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JLDD Initiatives

Ensure a deliberate process of joint civilian leader development

- Develop and implement a DoD competency-based framework for civilian leader development
- Conduct leadership competency gap analysis of current leaders and succession pipeline; identify corrective action
- Restructure existing DoD-wide programs (DLAMP & ELDP) to align with framework
- Work with Components to align their leader development programs to DoD framework; identify gaps in curriculum and means to fill
- Communicate, regulate, evaluate, automate
- Ensure linkage to 21st Century SES Leader and other related initiatives

DoD Leader Development Framework

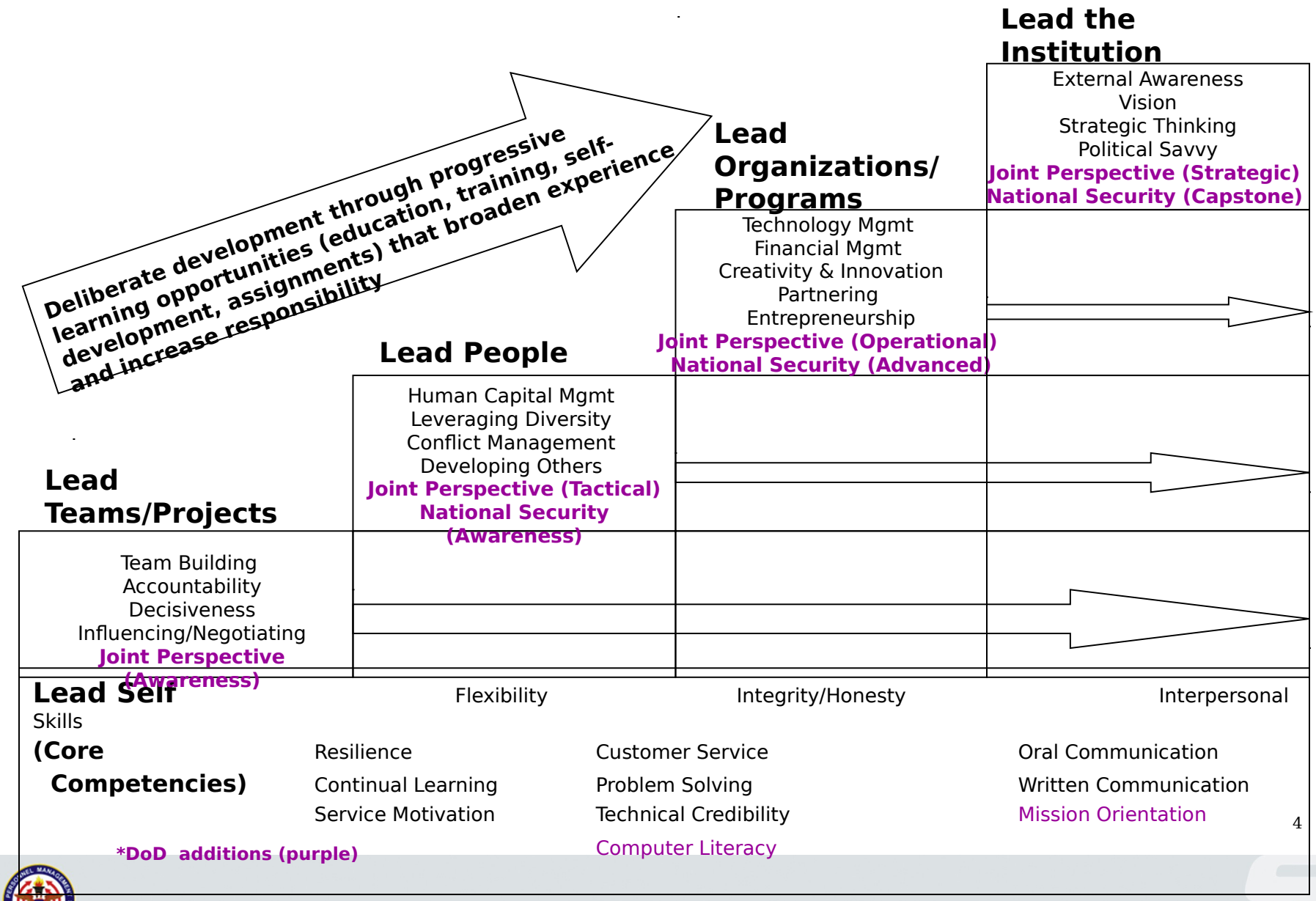
Leading Change	*Leading People*	*Results Driven*	Business Acumen	Building Coalitions	*Enterprise-wide Perspective*
Definitions					
This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing ***and highly ambiguous*** environment.	This core qualification involves the ability to lead ***not only employees, but a multi-sector workforce,*** toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the ***motivation and*** development of others, facilitates ***effective delegation, empowerment, personal sacrifice and risk for the good of the mission, as well as*** cooperation and teamwork, and supports constructive resolution of conflicts.	This core qualification involves the ability to meet organizational goals and stakeholder expectations. Inherent to this ECQ is ***stewardship of resources***, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems and calculating risks.	This core qualification involves the ability to manage human, financial, and information resources strategically.	This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.	***This core qualification involves understanding and consideration of the relationship of individual or organizational responsibilities vis a vis the larger DoD strategic priorities. It is shaped by experience and education characterized by a strategic/top level focus on broad requirements, fusion of information, collaboration among DoD's partners, and vertical and horizontal integration of information.***
Competencies					
• Creativity and Innovation • ***External Awareness*** • Strategic Thinking • Vision • Flexibility • ***Resilience***	• Conflict Management • Leveraging Diversity • Developing Others • Team Building	• ***Accountability*** • ***Decisiveness*** • ***Entrepreneurship*** • Customer Service • Problem Solving • Technical Credibility	• Financial Management • Human Capital Management • ***Technology Management*** • ***Computer Literacy***	• ***Political Savvy*** • ***Influencing/Negotiating*** • Partnering	• ***Joint Perspective*** ***- Mission Orientation*** ***- Awareness*** ***- Tactical*** ***- Operational*** ***- Strategic*** • ***National Security*** ***- Awareness*** ***- Advanced*** ***- Capstone***

Fundamental Competencies: These competencies are the foundation for success in each of the Executive Core Qualifications.

- ***Interpersonal Skills***
- ***Integrity/Honesty***
- Written Communication
- ***Oral Communication***
- Continual Learning
- Public Service Motivation

**DoD Unique or Expanded Definition (Italics)*

DoD Leader Development Model



Action Plan

- Obtain final approval of framework
- Develop DoD-unique competency assessment tools
- Map all current leadership programs
  - Includes review of DLAMP and ELDP
  - Includes mapping of Component programs
- Identify new requirements and resources needed to support
- Institutionalize

DLAMP Framework

- **Program requirements:**
  - **A master's degree from an accredited institution**
  - **Foundation courses in national security studies and leadership**
  - **Professional Military Education (senior level)**
  - **Graduate courses in business management and public policy areas ("round-out")**
- **Other elements (encouraged):**
  - **Developmental assignments**
  - **Mentors**

Review of DLAMP

- Clarify expectations
- Re-align and strengthen the program
  - Eligibility; Selection Process
  - Program Elements
- Transition

MECC WG Involvement

- Leadership Curriculum Review
  - Adopt
  - Adapt
  - Develop
- DLAMP Senior-Level PME
- DLAMP Successor Program
  - Senior-level PME
  - Other TBD

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